

MEMORANDUM

TO: Board of Trustees

THROUGH: Chairman Matthew Dent

FROM: Erin Feore, Director of Human Resources

SUBJECT: Review, discuss and provide direction on the District General Manager evaluation process (Requesting Trustee: Trustee Sara Schmitz) (Requesting Staff Member: Director of Human Resources Erin Feore)

RELATED STRATEGIC PLAN INITIATIVE(S):

While it is not a budgeted initiative in the strategic plan; it was directed by the Board of Trustees and relates to the Long Range Principal #7 – Governance of the Strategic Plan

RELATED DISTRICT POLICIES, PRACTICES, RESOLUTIONS OR ORDINANCES

This is tied to the District General Manager's Job Description and Board identified District General Manager goals for the 2022-2023 fiscal year

DATE: March 8, 2023

I. RECOMMENDATION

The Board provides direction to the Director of Human Resources in the structured process for evaluating the District General Manager's work performance. This may, at the Board's discretion, include requesting the District's senior leadership team anonymously submit feedback (often referred to as a "360 review").

II. BACKGROUND

At the March 8, 2023 Board of Trustees meeting, the Board discussed the proposed changes to the General Manager evaluation process. These changes proposed a new design of the previously utilized General Manager evaluation form that would allow Trustees to provide a more focused and less subjective method for evaluating the overall work performance of the General Manager to include:

- Competency Review: The questions in this section tie to the General Manager's job description and is intended to allow the Board of Trustees to evaluate the General Manager's skills related to Management, Professional and Technical Skills, Community Relations, Leadership, Communication and Human Relations.
- Goals Review: This section allows the Board of Trustees to evaluate the General Manager's completion of the previously designated goals, as follows:
 1. Time Management/Task Delegation
 2. Internal Controls
 3. Contract/Project Management
 4. Implementation/Revision of Ordinance 7
 5. Effective Management of the 2021-2023 District Strategic Plan

Upon further discussion, the Board proposed additional design ideas and recommended changes to the proposed evaluation form. As directed, the Director of Human Resources has updated the General Manager's evaluation form to include:

Clarification/descriptions to the proposed ratings and additional space for individual narratives and comments.

III. BID RESULTS

Not applicable to this item.

IV. FINANCIAL IMPACT AND BUDGET

The evaluation process has an impact on the budget as it relates to potential salary increases for the General Manager.

V. ALTERNATIVES

The Board may suggest alternatives.

VI. COMMENTS

The purpose of the evaluation process is to set goals and expectations for work performance and provide guidance for needed and desired improvement in specific areas, as applicable.

VII. DISTRICT IMPROVEMENT, COST REDUCTION, RETURN ON INVESTMENT OR PRODUCTIVITY ENHANCEMENT

Not applicable to this item.

VIII. BUSINESS IMPACT

The benefit is to have a less subjective, more comprehensive method for evaluating the General Manager's work performance. Should this type of tool and approach be approved, it may be expanded more broadly in the organization.

IX. ATTACHMENTS

1. 2022-2023 Competencies Evaluation - Final Draft
2. 2022-2023 Goals Evaluation - Final Draft

X. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES

By which date will the "360 reviews", to be completed by the senior leadership team, be due for submission?



General Manager – Indra Winquest
2022-2023 Evaluation Ratings

4-Point Rating Scale	
0 = Not Effective: Overall performance does not meet specified criteria; often requires redirection or re-instruction; does not complete assignments accurately or efficiently; overall knowledge, skills and abilities have not been demonstrated at expected levels	
1 = Minimally Effective: Overall performance meets some but not all specified criteria; requires occasional redirection or instruction; accurate or efficient completion of assignments is inconsistent; overall knowledge, skills and abilities inconsistently demonstrated at expected levels	
2 = Effective: Overall performance meets specified criteria; consistently delivers sustained results without additional direction or instruction; completes assignments accurately and efficiently; overall knowledge skills and abilities continually demonstrated at expected levels	
3 = Highly Effective: Overall performance exceeds specified criteria; takes the initiative to exceed expected direction or instruction; proactive in planning, problem solving and initiating solutions to problems; is highly effective in the success of the organization	
4 = Exceptional: Overall performance of specified criteria is exceptional; exceeds expected direction or instruction AND initiates solutions to unidentified obstacles; exhibits mastery of overall knowledge, skills and abilities; identifies unanticipated challenges and provides solutions to overcome said challenges.	

Competencies

Management Sills and Experience	Weighted	Understands the management requirements and financial policies of the District	Formulates strategic goals with Sr Leadership team	Proactive in responding to opportunities and solving problems	Provides leadership through District challenges
Overall Rating	0%				
Narrative:					
Professional and Technical Skills	Weighted	Keeps abreast of latest developments within the District, County and Region	Anticipates problems and effectively recommends or plans solutions	Displays a professional attitude and demeanor to ensure a positive and respectful relationship with the Board.	Makes effort to be accessible and provides consistent and equal treatment to Board members.
Overall Rating	0%				
Narrative:					
Community Relations	Weighted	Represents the District well in public and provides a positive, professional image	Enhances community understanding of District's financial goals and objectives	Works cooperatively with outside governmental agencies and other groups	Provides excellent customer service (leadership) when addressing community members' concerns.
Overall Rating	0%				
Narrative:					

			Assumes leadership in establishing the immediate and long-range financial objectives for the District	Understands and makes use of management best practices; demonstrates the distinction between leading and directing	Plans effectively and delegates responsibility appropriately	Identifies and engages stakeholders in implementing process improvements and problem resolutions	Thinks ahead and formulates plans to mitigate anticipated challenges
Leadership							
Overall Rating		0%					
Narrative:							

			Promotes and engages in two-way communication; listens attentively without interrupting including non-verbal interruptions	Open to new ideas, suggestions and concerns.	Clearly and concisely communicates ideas, information, problems and questions using language appropriate to listener	Encourages open and effective communication between departments with both internal and external customers	Accurately communicates with all stakeholders
Communication							
Overall Rating		0%					
Narrative:							

			Consistently strives to be fair and consistent in working relationships; shows respect and appreciation for staff	Provides clear and concise and accurate communication; remains firm when circumstances warrant while demonstrating sensitivity to staff	Demonstrates commitment to staff development through mentorship, coaching and training. Promotes a positive culture within teams	Provides constructive feedback and utilizes performance management best practices.	
Human Relations							
Overall Rating		0%					
Narrative:							

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Goals

Time Management/Task Delegation	Weighted	Avoid excessive interruptions and distractions	Delegate duties to appropriate staff	Public Works: Oversee & guide to ensure projects are delivered according to budget, plan and policy	Administration: Agendas are complete and accurate; timely posting of minutes; referenced materials are complete & accurate	Venue Managers: Oversee & guide managers w/budget creation, mgmt & execution.
Overall Rating	0%					
Narrative:						
Internal Controls		Identify annual goals & objectives by venue operations	Collaborate w/Sr Leadership team to evaluate current processes and controls	Identify deficiencies and oversee process improvements	Identify & recommend a consultant to lead the Board of Trustees through strategic planning process	Evaluate updated processes & policies to ensure compliance with District policies, practices, ordinances and resolutions
Overall Rating	0%					
Narrative:						
Contract/Project Management		Ensure all contracts/MOUs are reviewed by the Board of Trustees on an annual/periodic basis	Embark on the replacement of the Effluent Pipeline project with a defined funding plan	Embark on the WRRF Pond 1 effluent holding pond alternative implementation	Provide the Board design & cost alternatives for the building of a new beach house at Incline Beach	Provide Board a plan for discussion and further direction for updated Diamond Peak Master Plan
Overall Rating	0%					
Narrative:						

Continued Contract/Project Management	Provide Board an implementation plan and budget for the creation of a new dog park	Complete projects identified and approved for 2023 in the 5-year CIP/Maint Plans		Total of Goals for this competency
	Overall Rating	0%		
Narrative:				
Implement/evaluate revisions to Ordinance 7	Evaluate and monitor effectiveness of proposed revisions	Further refine, if necessary, Ordinance 7 and recommend for review/approval by the Board potential procedural changes	Formulate a recommendation and present to the Board a strategy for punch card provisions	
	Overall Rating	0%		
Narrative:				
Effective manage the 2021-2023 District Strategic Plan	Regularly meet and discuss each staff members' strategic goals and initiatives to evaluate progress	Provide guidance and direction to staff to ensure goals and initiatives remain on task for timely compliance	Provide updates to Board on progress of each approved initiative through the GM Report	
	Overall Rating	0%		
Narrative:				